

PHARMACEUTICAL PROCESS CLASSIFICATION FRAMEWORKSM

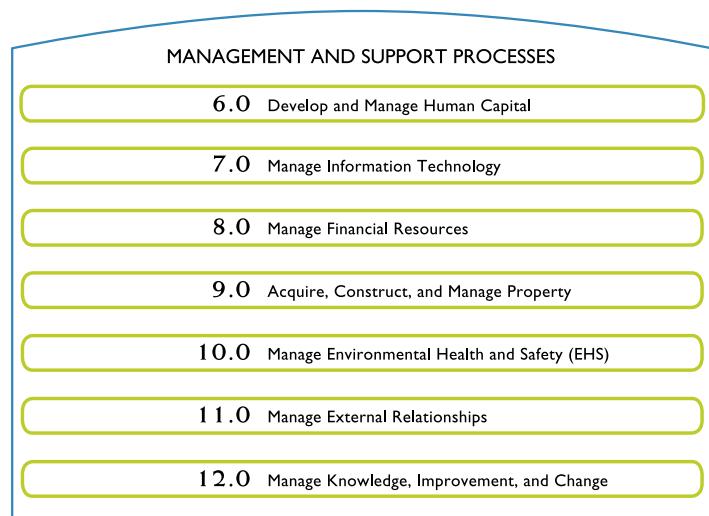
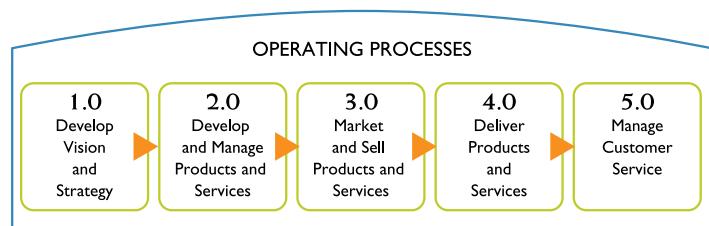
THE PHARMACEUTICAL PROCESS CLASSIFICATION FRAMEWORK

Based on the renowned Process Classification FrameworkSM (PCF), a taxonomy of cross-functional business processes intended to allow objective comparison of performance within and among organizations, and the support of IBM, this industry PCF enables more industry applicable content by outlining and defining processes and activities specific to the Pharmaceutical industry. This allows organizations to choose the framework most relevant to the specific process improvement need, whether it be benchmarking within or across industries, business process management/re-engineering, or content management. The cross-industry PCF and industry PCFs are available on the APQC website at no charge. IBM provided the subject matter expertise and intellectual property to create the industry specific business process classification frameworks, as part of the IBM's continuing leadership in the promotion of open standards to help organizations evaluate and measure business processes at an industry level.

THE FRAMEWORK FOR PROCESS IMPROVEMENT

Experience shows that the potential of benchmarking to drive dramatic improvement lies squarely in making out-of-the-box comparisons and searching for insights not typically found within intra-industry paradigms. To enable this beneficial benchmarking, the APQC Process Classification FrameworkSM (PCF) serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint.

This cross-industry framework has experienced more than 15 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for the Open Standards Benchmarking CollaborativeSM (OSBC) database and the work of its advisory council of global industry leaders. Each version of the PCF will continue to be enhanced as the OSBC database further develops definitions, processes, and measures. The PCF and associated measures and benchmarking surveys are available for download and completion at no charge from the Open Standards Benchmarking Collaborative Web site at www.apqc.org/OSBCdatabase.



HISTORY

The cross-industry Process Classification Framework was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2008, APQC and IBM worked together to enhance the cross-industry PCF and to develop a number of industry-specific process classification frameworks.



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LOOKING FORWARD

The cross industry and industry Process Classification Frameworks are evolving models, which APQC will continue to enhance and improve regularly. Thus, APQC encourages comments, suggestions, and more importantly, the sharing of insights from having applied the PCF within your organization. Share your suggestions and experiences with the PCF by e-mailing pcf_feedback@apqc.org.

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based nonprofit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003 and 2004 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European based research firm, and the KNOW network.

The PCF is written in United States English language format.

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ABOUT IBM

IBM works with its clients to develop new business designs and technical architectures that allow their businesses the flexibility required to compete in a global business landscape. The business is also adjusting its footprint toward emerging geographies, tapping into IBM's double-digit growth, providing the technology infrastructure they need, and taking advantage of the talent pools provided to better service IBM's clients. IBM's major operations comprise a Global Technology Services segment; a Global Business Services segment; a Systems and Technology segment; a Software segment; and a Global Financing segment. For more information, visit: www.ibm.com/soa

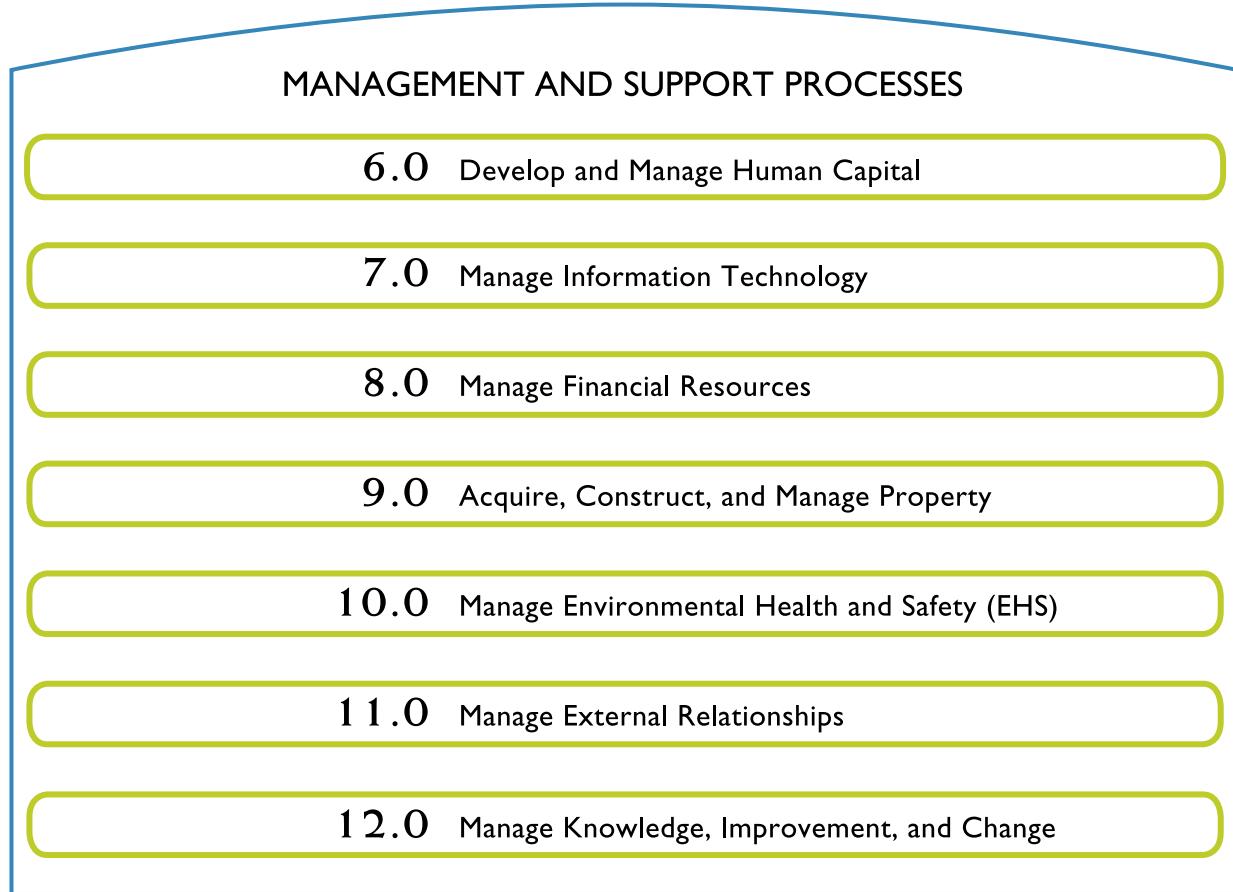
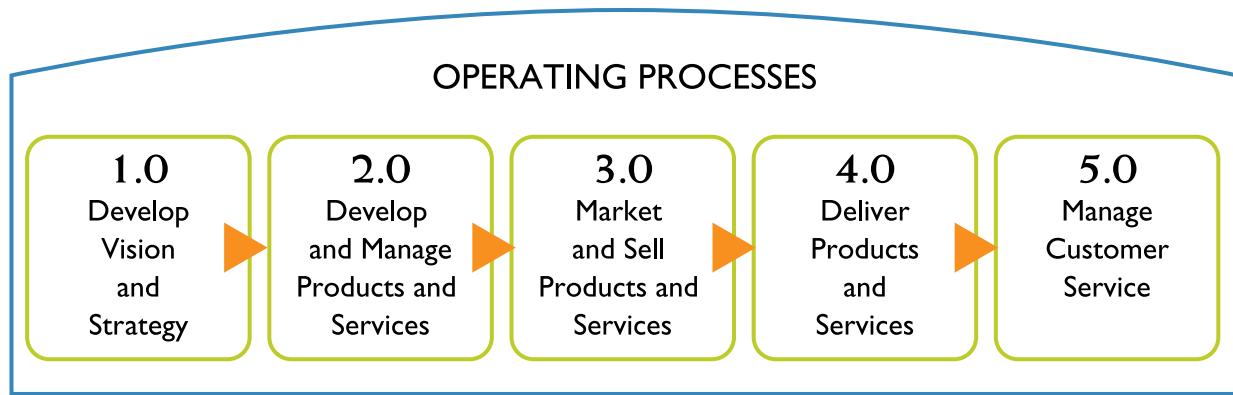
THE PHARMACEUTICAL PROCESS CLASSIFICATION FRAMEWORKSM

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UNDERSTANDING THE NUMBERING SCHEME

Beginning with Version 5.0.0, the PCF uses a numbering scheme that differs from previous versions. The cross-industry framework and the industry-specific frameworks collectively form a library of process



elements for the OSBC. Each process element is referred to by two numbers: a number used to locate the content within that particular framework (in the format 1.2.3.4) and a serial number used to uniquely identify the process element across all of the various OSBC frameworks (beginning with 10000).

For example, the process element "1.2 Develop business strategy (10015)" is uniquely identified by the serial number "10015" and the hierarchical reference number "1.2." In industry-specific PCFs, any process element identified as "10015" will have the same scope and definition as a process element of the same number elsewhere, but may be labeled differently.

INTERPRETING THE PCF

Category: The highest level within the PCF is indicated by whole numbers (e.g., 8.0 and 9.0)

Process Group: Items with one decimal numbering (e.g., 8.1 and 9.1) are considered a process group.

Process: Items with two decimal numberings (e.g., 8.1.1 and 9.1.2) are considered processes.

Activity: Items with three decimal numbering (e.g. 8.3.1.1 and 9.1.1.1) are considered activities within a process.

The Pharmaceutical PCF is based on the cross-industry PCF Version 5.0.0 released in April 2008.

1.0 Develop Vision and Strategy (10002)

1.1 Define the business concept and long-term vision (10014)

- 1.1.1 Assess the external environment (10017)
 - 1.1.1.1 Analyze and evaluate competition (10021)
 - 1.1.1.2 Identify economic trends (10022)
 - 1.1.1.3 Identify political and regulatory issues (10023)
 - 1.1.1.4 Assess new technology innovations (10024)
 - 1.1.1.5 Analyze demographics (10025)
 - 1.1.1.6 Identify social and cultural changes (10026)
 - 1.1.1.7 Identify ecological concerns (10027)
- 1.1.2 Survey market and determine customer needs and wants (10018)
 - 1.1.2.1 Conduct qualitative/quantitative assessments (10028)
 - 1.1.2.2 Capture and assess customer needs (10029)
- 1.1.3 Perform internal analysis (10019)
 - 1.1.3.1 Analyze organizational characteristics (10030)
 - 1.1.3.2 Create baselines for current processes (10031)
 - 1.1.3.3 Analyze systems and technology (10032)
 - 1.1.3.4 Analyze financial positions (10033)
 - 1.1.3.5 Identify enterprise core competencies (10034)
- 1.1.4 Establish strategic vision (10020)
 - 1.1.4.1 Align stakeholders around strategic vision (10035)
 - 1.1.4.2 Communicate strategic vision to stakeholders (10036)

1.2 Develop business strategy (10015)

- 1.2.1 Develop overall mission statement (10037)
 - 1.2.1.1 Define current business (10044)
 - 1.2.1.2 Formulate mission (10045)
 - 1.2.1.3 Communicate mission (10046)
- 1.2.2 Evaluate strategic options to achieve the objectives (12740)
 - 1.2.2.1 Define strategic options (10047)
 - 1.2.2.2 Assess and analyze impact of each option (10048)
 - 1.2.2.3 Arrange licensing (in/out) (12741)
 - 1.2.2.4 Develop capitation programs (12742)
 - 1.2.2.5 Develop joint ventures (12743)
 - 1.2.2.6 Perform acquisitions (12744)

1.2.3 Select long-term business strategy (10039)

- 1.2.4 Coordinate and align functional and process strategies (10040)

1.2.5 Create organizational design (structure, governance, reporting, etc.) (10041)

- 1.2.5.1 Evaluate breadth and depth of organizational structure (10049)
- 1.2.5.2 Perform job specific roles mapping and value-add analyses (10050)
- 1.2.5.3 Develop role activity diagrams to assess hand-off activity (10051)
- 1.2.5.4 Perform organization redesign workshops (10052)
- 1.2.5.5 Design the relationships between organizational units (10053)
- 1.2.5.6 Develop role analysis and activity diagrams for key processes (10054)
- 1.2.5.7 Assess organizational implication of feasible alternatives (10055)
- 1.2.5.8 Migrate to new organization (10056)
- 1.2.5.9 Draft alternative structures (12745)
- 1.2.5.10 Present recommendations to senior client executives (12746)
- 1.2.5.11 Adjust migration (12747)

1.2.6 Develop and set organizational goals (10042)

1.2.7 Formulate business unit strategies (10043)

1.3 Manage strategic initiatives (10016)

1.3.1 Develop strategic initiatives (10057)

1.3.2 Evaluate strategic initiatives (10058)

1.3.3 Select strategic initiatives (10059)

- 1.3.3.1 Develop Over The Counter (OTC) / generic business (12748)
- 1.3.3.2 Network for new business (12749)
- 1.3.3.3 Obtain new business financing (12750)
- 1.3.3.4 Structure contracts /milestones /accounting/tax (12751)

1.3.4 Establish high-level measures (10060)

2.0 Develop and Manage Products and Services (10003)

2.1 Discover Products (12752)	
2.1.1 Manage research (12753)	
2.1.1.1 Identify targets (12754)	2.3.1.6 Build prototypes (10088)
2.1.1.2 Validate targets (12755)	2.3.1.7 Eliminate quality and reliability problems (10089)
2.1.1.3 Develop assay (12756)	2.3.1.8 Conduct in-house product/service testing and evaluate feasibility (10090)
2.1.2 Perform research/ licensing (12757)	2.3.1.9 Identify design/development performance indicators (10091)
2.1.2.1 Acquire and license research knowledge (12758)	2.3.1.10 Collaborate design with suppliers and contract manufacturers (10092)
2.1.2.2 Conduct basic research (12759)	2.3.2 Test market for new or revised products and services (10081)
2.1.2.3 Manage research technology/information (12760)	2.3.2.1 Prepare detailed market study (10093)
2.1.2.4 Target basic research efforts (12761)	2.3.2.2 Conduct customer tests and interviews (10094)
2.2 Manage product and service portfolio (10061)	2.3.2.3 Finalize product/service characteristics and business cases (10095)
2.2.1 Evaluate performance of existing products/services against market opportunities (10063)	2.3.2.4 Finalize technical requirements (10096)
2.2.2 Define product/service development requirements (10064)	2.3.2.5 Identify requirements for changes to manufacturing/delivery processes (10097)
2.2.2.1 Identify potential improvements to existing products and services (10068)	2.3.2.6 Complete and report large-scale clinical trials (12762)
2.2.2.2 Identify potential new products and services (10069)	2.3.3 Prepare for production (10082)
2.2.3 Perform discovery research (10065)	2.3.3.1 Develop and test prototype production and/or service delivery process (10098)
2.2.3.1 Identify new technologies (10070)	2.3.3.2 Design and obtain necessary materials and equipment (10099)
2.2.3.2 Develop new technologies (10071)	2.3.3.3 Install and validate production process or methodology (10100)
2.2.3.3 Assess feasibility of integrating new leading technologies into product/service concepts (10072)	2.3.4 Compile and submit dossier (12763)
2.2.4 Confirm alignment of product/service concepts with business strategy (10066)	2.3.4.1 Define regulatory strategy and target product profile (12764)
2.2.4.1 Plan and develop cost and quality targets (10073)	2.3.4.2 Obtain scientific advice and engage regulators (12765)
2.2.4.2 Prioritize and select new product/service concepts (10074)	2.3.4.3 Assemble registration dossiers (12766)
2.2.4.3 Specify development timing targets (10075)	2.3.4.4 Standardize where possible (12767)
2.2.4.4 Plan for product/service offering modifications (10076)	2.3.4.5 Optimize submission process (12768)
2.2.5 Manage product and service life cycle (10067)	2.3.4.6 Monitor speed of approvals (12769)
2.2.5.1 Introduce new products/services (10077)	2.3.4.7 Compile and submit registration dossiers (12770)
2.2.5.2 Retire outdated products/services (10078)	2.3.5 Manage regulatory requirements (12771)
2.2.5.3 Identify and refine performance indicators (10079)	2.3.5.1 Train employees on appropriate regulatory requirements (12772)
2.3 Develop products and services (10062)	2.3.5.2 Maintain records for regulatory agencies (12773)
2.3.1 Design, build, and evaluate products and services (10080)	2.3.5.3 File new product process with FDA and receive regulatory approval (12774)
2.3.1.1 Assign resources to product/service project (10083)	2.3.5.4 Publish (12775)
2.3.1.2 Prepare high-level business case and technical assessment (10084)	2.3.5.5 Manage submission life cycle (12776)
2.3.1.3 Develop product/service design specifications (10085)	
2.3.1.4 Document design specifications (10086)	
2.3.1.5 Conduct mandatory and elective external reviews (legal, regulatory, standards, internal) (10087)	

3.0 Market and Sell Products and Services (10004)

3.1 Understand markets, customers and capabilities (10101)	
3.1.1 Perform customer and market intelligence analysis (10106)	
3.1.1.1 Conduct customer and market research (10108)	3.3.2 Develop sales partner/alliance relationships (10130)
3.1.1.2 Identify market segments (10109)	3.3.2.1 Identify alliance opportunities (10138)
3.1.1.3 Analyze market and industry trends (10110)	3.3.2.2 Design alliance programs and methods for selecting and managing relationships (10139)
3.1.1.4 Analyze competing organizations, competitive/substitute products (10111)	3.3.2.3 Select alliances (10140)
3.1.1.5 Evaluate existing products/brands (10112)	3.3.2.4 Develop partner and alliance management strategies (10141)
3.1.1.6 Assess internal and external business environment (10113)	3.3.2.5 Establish partner and alliance management goals (10142)
3.1.2 Evaluate and prioritize market opportunities (10107)	3.3.3 Establish overall sales budgets (10131)
3.1.2.1 Quantify market opportunities (10116)	3.3.3.1 Calculate product revenue (10143)
3.1.2.2 Determine target segments (10117)	3.3.3.2 Determine variable costs (10144)
3.1.2.3 Prioritize opportunities consistent with capabilities and overall business strategy (10118)	3.3.3.3 Determine overhead and fixed costs (10145)
3.1.2.4 Validate opportunities (10119)	3.3.3.4 Calculate net profit (10146)
3.1.2.5 Create budget (10147)	3.3.3.5 Establish sales force incentive program (NEW) (12781)
3.2 Develop marketing strategy (10102)	3.3.4 Establish sales goals and measures (10132)
3.2.1 Define offering and customer's value proposition (11168)	3.3.5 Establish customer management measures (10133)
3.2.1.1 Define offering and positioning (11169)	3.3.5.1 Perform territory analysis and establish composition (NEW) (12780)
3.2.1.2 Develop value proposition including brand positioning for target segments (11170)	3.3.5.2 Establish sales force incentive program (NEW) (12781)
3.2.1.3 Validate value proposition and shape offering to optimize with target segments (11171)	
3.2.1.4 Develop new branding (11172)	
3.2.2 Define pricing strategy to align to value proposition (10123)	3.4 Develop and manage marketing plans (10104)
3.2.2.1 Establish guidelines for applying pricing of products/services (10124)	3.4.1 Establish goals, objectives and metrics for products by channels/segments (10148)
3.2.2.2 Approve pricing strategies/policies (10125)	3.4.2 Establish marketing budgets (10149)
3.2.3 Define and manage channel strategy (10122)	3.4.2.1 Confirm marketing alignment to business strategy (10155)
3.2.3.1 Evaluate channel attributes and partners (10126)	3.4.2.2 Determine costs of marketing (10156)
3.2.3.2 Determine channel fit with target segments (10127)	3.4.2.3 Create marketing budget (10157)
3.2.3.3 Select channels for target segments (10128)	3.4.3 Develop and manage media (10150)
3.2.3.4 Create media plan (10158)	3.4.3.1 Define media objectives (10158)
3.2.3.5 Determine media placement (10159)	3.4.3.2 Develop marketing messages (10159)
3.2.3.6 Determine media budget (10160)	3.4.3.3 Define target audience (10160)
3.2.3.7 Create media plan (10161)	3.4.3.4 Engage media provider (10161)
3.2.3.8 Determine media placement (10162)	3.4.3.5 Develop and execute advertising (10162)
3.2.3.9 Determine media budget (10163)	3.4.3.6 Develop and execute other marketing campaigns/programs (11253)
3.2.3.10 Create media plan (10164)	3.4.3.7 Assess brand/product marketing plan performance (11254)
3.3 Develop sales strategy (10103)	3.4.4 Develop and manage pricing (10151)
3.3.1 Develop sales forecast (10129)	3.4.4.1 Determine pricing based on volume/unit forecast (10163)
3.3.1.1 Gather current and historic order information (10134)	3.4.4.2 Execute pricing plan (10164)
3.3.1.2 Analyze sales trends and patterns (10135)	3.4.4.3 Evaluate pricing performance (10165)
3.3.1.3 Generate sales forecast (10136)	3.4.4.4 Refine pricing as needed (10166)
3.3.1.4 Analyze historical and planned promotions and events (10137)	3.4.4.5 Develop and execute Pharmacoeconomics (12782)
3.3.1.5 Gather current and historic order information (NEW) (12777)	3.4.5 Develop and manage promotional activities (10152)
3.3.1.6 Analyze trends and patterns (NEW) (12778)	3.4.5.1 Define promotional concepts (10167)
3.3.1.7 Analyze changing channels/markets, product life cycle and competition (NEW) (12779)	3.4.5.2 Plan and test promotional activities (10168)
3.3.1.8 Create promotional plan (10168)	3.4.5.3 Execute promotional activities (10169)
3.3.1.9 Evaluate promotional performance metrics (10170)	3.4.5.4 Evaluate promotional performance metrics (10170)

3.4.5.5	Refine promotional performance metrics (10171)	3.5.3	Manage customer sales (10184)
3.4.5.6	Incorporate learning into future/planned consumer promotions (10172)	3.5.3.1	Perform sales calls (10190)
3.4.6	Track customer management measures (10153)	3.5.3.2	Perform pre-sales activities (10191)
3.4.6.1	Determine customer loyalty/lifetime value (10173)	3.5.3.3	Close the sale (10192)
3.4.6.2	Analyze customer revenue trend (10174)	3.5.3.4	Record outcome of sales process (10193)
3.4.6.3	Analyze customer attrition and retention rates (10175)	3.5.4	Manage sales orders (10185)
3.4.6.4	Analyze customer metrics (i.e., customer attrition and retention rates) (10176)	3.5.4.1	Accept and validate sales orders (10194)
3.4.6.5	Revise customer strategies, objectives and plans based on metrics (10177)	3.5.4.2	Collect and maintain customer account information (10195)
3.4.7	Develop and manage packaging strategy (10154)	3.5.4.3	Determine stock availability (10196)
3.4.7.1	Plan packaging strategy (10178)	3.5.4.4	Determine logistics and transportation (10197)
3.4.7.2	Test packaging options (10179)	3.5.4.5	Enter orders into system and identify/perform cross-sell/up-sell activity (10198)
3.4.7.3	Execute packaging strategy (10180)	3.5.4.6	Process back orders and updates (10199)
3.4.7.4	Refine packaging (10181)	3.5.4.7	Handle order inquiries including post-order fulfillment transactions (10200)
3.5	Develop and manage sales plans (10105)	3.5.5	Manage sales force (10186)
3.5.1	Generate leads (10182)	3.5.5.1	Determine sales resource allocation (10209)
3.5.1.1	Identify potential customers (10188)	3.5.5.2	Establish sales force incentive plan (10210)
3.5.1.2	Identify leads (10189)	3.5.6	Manage sales partners and alliances (10187)
3.5.2	Manage customers and accounts (10183)	3.5.6.1	Provide sales and product training to sales partners/alliances (10211)
3.5.2.1	Develop sales/key account plan (11173)	3.5.6.2	Develop sales forecast by partner/alliance (10212)
3.5.2.2	Manage customer relationships (11174)	3.5.6.3	Agree on partner and alliance commissions (10213)
		3.5.6.4	Evaluate partner/alliance results (10214)

4.0 Deliver Products and Services (12857)

4.1	Plan for and acquire necessary resources (Supply Chain Planning) (10215)		
4.1.1	Develop production and materials strategies (10221)	4.1.3.2	Collaborate with supplier and contract manufacturers (10243)
4.1.1.1	Define manufacturing goals (10229)	4.1.3.3	Identify critical materials and supplier capacity (10244)
4.1.1.2	Define labor and materials policies (10230)	4.1.3.4	Monitor material specifications (10245)
4.1.1.3	Define outsourcing policies (10231)	4.1.3.5	Generate constrained plan (10246)
4.1.1.4	Define manufacturing capital expense policies (10232)	4.1.4	Create and manage master production schedule (10224)
4.1.1.5	Define capacities (10233)	4.1.4.1	Generate site level plan (10247)
4.1.1.6	Define production network and supply constraints (10234)	4.1.4.2	Manage work-in-progress inventory (10248)
4.1.2	Manage demand for products and services (10222)	4.1.4.3	Collaborate with suppliers (10249)
4.1.2.1	Develop baseline forecasts (10235)	4.1.4.4	Generate and execute site schedule (10250)
4.1.2.2	Collaborate with customers (10236)	4.1.5	Plan distribution requirements (10225)
4.1.2.3	Develop consensus forecast (10237)	4.1.5.1	Allocate available to promise (10251)
4.1.2.4	Allocate available to promise (10238)	4.1.5.2	Maintain master data (10252)
4.1.2.5	Monitor activity against forecast and revise forecast (10239)	4.1.5.3	Determine finished goods inventory requirements at destination (10253)
4.1.2.6	Evaluate and revise forecasting approach (10240)	4.1.5.4	Calculate requirements at destination (10254)
4.1.2.7	Measure forecast accuracy (10241)	4.1.5.5	Calculate consolidation at source (10255)
4.1.3	Create materials plan (10223)	4.1.5.6	Manage collaborative replenishment planning (10256)
4.1.3.1	Create unconstrained plan (10242)	4.1.5.7	Manage requirements for partners (10257)
		4.1.5.8	Calculate destination dispatch plan (10258)
		4.1.5.9	Manage dispatch plan attainment (10259)

<ul style="list-style-type: none"> 4.1.5.10 Calculate destination load plans (10260) 4.1.5.11 Manage partner load plan (10261) 4.1.5.12 Manage the cost of supply (10262) 4.1.5.13 Manage capacity utilization (10263) <p>4.1.6 Establish distribution planning constraints (10226)</p> <ul style="list-style-type: none"> 4.1.6.1 Establish distribution center layout constraints (10267) 4.1.6.2 Establish inventory management constraints (10268) 4.1.6.3 Establish transportation management constraints (10269) <p>4.1.7 Review distribution planning policies (10227)</p> <ul style="list-style-type: none"> 4.1.7.1 Review distribution network (10264) 4.1.7.2 Establish sourcing relationships (10265) 4.1.7.3 Establish dynamic deployment policies (10266) <p>4.1.8 Assess distribution planning performance (10228)</p> <ul style="list-style-type: none"> 4.1.8.1 Establish appropriate performance indicators (metrics) (10270) 4.1.8.2 Establish monitoring frequency (10271) 4.1.8.3 Calculate performance measures (10272) 4.1.8.4 Identify performance trends (10273) 4.1.8.5 Analyze performance benchmark gaps (10274) 4.1.8.6 Prepare appropriate reports (10275) 4.1.8.7 Develop performance improvement plan (10276) <p>4.1.9 Develop quality standards and procedures (10368)</p> <ul style="list-style-type: none"> 4.1.9.1 Establish quality targets (10371) 4.1.9.2 Develop standard testing procedures (10372) 4.1.9.3 Communicate quality specifications (10373) 	<p>4.3 Procure materials and services (10216)</p> <p>4.3.1 Develop sourcing strategies (10277)</p> <ul style="list-style-type: none"> 4.3.1.1 Develop procurement plan (10281) 4.3.1.2 Clarify purchasing requirements (10282) 4.3.1.3 Develop inventory strategy (10283) 4.3.1.4 Match needs to supply capabilities (10284) 4.3.1.5 Analyze company's spend profile (10285) 4.3.1.6 Seek opportunities to improve efficiency and value (10286) 4.3.1.7 Collaborate with suppliers to identify sourcing opportunities (10287) <p>4.3.2 Select suppliers and develop/maintain contracts (10278)</p> <ul style="list-style-type: none"> 4.3.2.1 Select suppliers (10288) 4.3.2.2 Certify and validate suppliers (10289) 4.3.2.3 Negotiate contracts (10290) 4.3.2.4 Manage contracts (10291) <p>4.3.3 Order materials and services (10279)</p> <ul style="list-style-type: none"> 4.3.3.1 Process/Review requisitions (10292) 4.3.3.2 Approve requisitions (10293) 4.3.3.3 Solicit/Track vendor quotes (10294) 4.3.3.4 Create/Distribute purchase orders (10295) 4.3.3.5 Expedite orders and satisfy inquiries (10296) 4.3.3.6 Record receipt of goods (10297) 4.3.3.7 Research/Resolve exceptions (10298) <p>4.3.4 Appraise and develop suppliers (10280)</p> <ul style="list-style-type: none"> 4.3.4.1 Monitor/Manage supplier information (10299) 4.3.4.2 Prepare/Analyze procurement and vendor performance (10300) 4.3.4.3 Support inventory and production processes (10301) 4.3.4.4 Monitor quality of product delivered (10302)
<p>4.2 Plan and Manage Regulatory Approval (12783)</p> <p>4.2.1 Plan and initiate validation (12784)</p> <ul style="list-style-type: none"> 4.2.1.1 Define ownership and responsibility (12785) 4.2.1.2 Develop master validation plan (12786) 4.2.1.3 Review/Approve master validation plan (12787) <p>4.2.2 Develop validation/ qualification protocols (12788)</p> <ul style="list-style-type: none"> 4.2.2.1 Develop Installation Qualification (IQ) protocol (12789) 4.2.2.2 Develop Operational/Performance Qualification (OQ/PQ) protocol (12790) 4.2.2.3 Review and approve protocols (12791) <p>4.2.3 Execute validation/ qualification Protocols (12792)</p> <ul style="list-style-type: none"> 4.2.3.1 Train participants (12793) 4.2.3.2 Execute validation/qualification protocols (12794) 4.2.3.3 Evaluate results (12795) 4.2.3.4 Prepare validation report (12796) 4.2.3.5 Review and approve validation report (12797) 4.2.3.6 Release and use (12798) <p>4.2.4 Maintain validation program documentation (12799)</p> <ul style="list-style-type: none"> 4.2.4.1 Maintain documentation (12800) 4.2.4.2 Review documentation (12801) <p>4.2.5 Develop revalidation maintenance plans (12802)</p> <ul style="list-style-type: none"> 4.2.5.1 Maintain a change control plan (12803) 4.2.5.2 Conduct periodic reviews of the validated system (12804) 	<p>4.4 Produce/Manufacture/Deliver product (10217)</p> <p>4.4.1 Schedule production (10303)</p> <ul style="list-style-type: none"> 4.4.1.1 Generate line level plan (10306) 4.4.1.2 Generate detailed schedule (10307) 4.4.1.3 Schedule production orders and create lots (10308) 4.4.1.4 Release production orders and release create lots (10309) 4.4.1.5 Develop campaign schedule (12805) 4.4.1.6 Develop production schedule (12806) <p>4.4.2 Produce product (10304)</p> <ul style="list-style-type: none"> 4.4.2.1 Manage raw material inventory (10310) 4.4.2.2 Execute detailed line schedule (10311) 4.4.2.3 Rerun defective items (10313) 4.4.2.4 Assess production performance (10314) 4.4.2.5 Process order release (12807) 4.4.2.6 Release to EBR (12808) 4.4.2.7 Report (12809) <p>4.4.3 Test Product (12810)</p> <ul style="list-style-type: none"> 4.4.3.1 Test and release bulk (12811) 4.4.3.2 Test and release intermediate product (12812) 4.4.3.3 Test and release finished packaged products (12813)

<p>4.4.4 Schedule and perform maintenance (10305)</p> <ul style="list-style-type: none"> 4.4.4.1 Determine process for preventive (planned) maintenance (Preventive Maintenance Orders) (10315) 4.4.4.2 Determine process for requested (unplanned) maintenance (Work Order Cycle) (10316) 4.4.4.3 Execute maintenance (10317) 4.4.4.4 Calibrate test equipment (10318) 4.4.4.5 Report maintenance issues (10319) 4.4.4.6 Perform quality control testing (12814) 4.4.4.7 Identify root cause of quality issues (12815) 4.4.4.8 Implement quality improvement measures (12816) 4.4.4.9 Determine process for preventive (planned) maintenance (Preventive Maintenance Orders) (12817) 4.4.4.10 Determine process for requested (unplanned) maintenance (Work Order Cycle) (12818) 4.4.4.11 Manage equipment (12819) <p>4.4.5 Perform quality testing (10369)</p> <ul style="list-style-type: none"> 4.4.5.1 Perform testing using the standard testing procedure (10374) 4.4.5.2 Record test results (10375) <p>4.4.6 Maintain production records and manage lot traceability (10370)</p> <ul style="list-style-type: none"> 4.4.6.1 Determine lot numbering system (10376) 4.4.6.2 Determine lot usage (10377) 	<p>4.6 Manage logistics and warehousing (10219)</p> <p>4.6.1 Define logistics strategy (10338)</p> <ul style="list-style-type: none"> 4.6.1.1 Translate customer service requirements into logistics requirements (10343) 4.6.1.2 Design logistics network (10344) 4.6.1.3 Communicate outsourcing needs (10345) 4.6.1.4 Develop and maintain delivery service policy (10346) 4.6.1.5 Optimize transportation schedules and costs (10347) 4.6.1.6 Define key performance measures (10348) <p>4.6.2 Plan inbound material flow (10339)</p> <ul style="list-style-type: none"> 4.6.2.1 Plan inbound material receipts (10349) 4.6.2.2 Manage inbound material flow (10350) 4.6.2.3 Monitor inbound delivery performance (10351) 4.6.2.4 Manage flow of returned products (10352) <p>4.6.3 Operate warehousing (10340)</p> <ul style="list-style-type: none"> 4.6.3.1 Track inventory deployment (10353) 4.6.3.2 Receive, inspect, and store inbound deliveries (10354) 4.6.3.3 Track product availability (10355) 4.6.3.4 Pick, pack, and ship product for delivery (10356) 4.6.3.5 Track inventory accuracy (10357) 4.6.3.6 Track third-party logistics storage and shipping performance (10358) 4.6.3.7 Manage physical finished goods inventory (10359) <p>4.6.4 Operate outbound transportation (10341)</p> <ul style="list-style-type: none"> 4.6.4.1 Plan, transport, and deliver outbound product (10360) 4.6.4.2 Track carrier delivery performance (10361) 4.6.4.3 Manage transportation fleet (10362) 4.6.4.4 Process and audit carrier invoices and documents (10363) <p>4.6.5 Manage returns; manage reverse logistics (10342)</p> <ul style="list-style-type: none"> 4.6.5.1 Authorize and process returns (10364) 4.6.5.2 Perform reverse logistics (10365) 4.6.5.3 Perform salvage activities (10366) 4.6.5.4 Manage and process warranty claims (10367) 4.6.5.5 Verify the authorization of the process returns (12820) 4.6.5.6 Receive returned product (12821) 4.6.5.7 Determine the disposition of the returned product (12822) 4.6.5.8 Perform the destruction of the returned products (12823) 4.6.5.9 File the destruction with appropriate agency (12824) 4.6.5.10 Manage and process warranty claims (12825)
<p>4.5 Deliver service to customer (10218)</p> <p>4.5.1 Confirm specific service requirements for individual customer (10320)</p> <ul style="list-style-type: none"> 4.5.1.1 Process customer request (10324) 4.5.1.2 Create customer profile (10325) 4.5.1.3 Generate service order (10326) <p>4.5.2 Identify and schedule resources to meet service requirements (10321)</p> <ul style="list-style-type: none"> 4.5.2.1 Create resourcing plan and schedule (10327) 4.5.2.2 Create service order fulfillment schedule (10328) 4.5.2.3 Develop service order (10329) <p>4.5.3 Provide the service to specific customers (10322)</p> <ul style="list-style-type: none"> 4.5.3.1 Organize daily service order fulfillment schedule (10330) 4.5.3.2 Dispatch resources (10331) 4.5.3.3 Manage order fulfillment progress (10332) 4.5.3.4 Validate order fulfillment block completion (10333) <p>4.5.4 Ensure quality of service (10323)</p> <ul style="list-style-type: none"> 4.5.4.1 Identify completed orders for feedback (10334) 4.5.4.2 Identify incomplete orders and service failures (10335) 4.5.4.3 Solicit customer feedback on services delivered (10336) 4.5.4.4 Process customer feedback on services delivered (10337) 	<p>4.7 Manage Quality Assurance/Quality Control (12826)</p> <p>4.7.1 Develop and maintain quality management system (12827)</p> <p>4.7.2 Develop quality standards and sampling procedures (12828)</p> <ul style="list-style-type: none"> 4.7.2.1 Receive sample batch quantity (12829)

4.7.2.2	Develop standard testing procedures for all materials (12830)	4.7.4	Maintain batch records and manage lot traceability (12835)
4.7.2.3	Communicate quality specifications (12831)	4.7.4.1	Determine batch numbering system (12836)
4.7.3	Conduct stability and validating tests and maintain test results (12832)	4.7.4.2	Perform goods issue (12837)
4.7.3.1	Perform testing using the standard testing procedure (12833)	4.7.4.3	Determine batch usage (12838)
4.7.3.2	Record test results (12834)		

5.0 Manage Customer Service (10006)

5.1 Develop customer care/customer service strategy (10378)	5.1.1 Develop customer service segmentation/prioritization (e.g., tiers) (10381) <ul style="list-style-type: none"> 5.1.1.1 Analyze existing customers (10384) 5.1.1.2 Analyze feedback of customer's needs (10385) 	5.2.5 Authorize and manage product returns (12851)	5.2.5.1 Receive return request (12852) <ul style="list-style-type: none"> 5.2.5.2 Authorize return (12853) 5.2.5.3 Submit return authorization to customer (12854) 5.2.5.4 Verify receipt of return goods (12855)
5.2 Plan and manage customer service operations (10379)	5.3 Measure and evaluate customer service operations (10380)	5.3.1 Measure customer satisfaction with customer requests/inquiries handling (10401) <ul style="list-style-type: none"> 5.3.1.1 Gather and solicit post-sale customer feedback on products and services (10404) 5.3.1.2 Solicit post-sale customer feedback on ad effectiveness (10405) 5.3.1.3 Analyze product and service satisfaction data and identify improvement opportunities (10406) 5.3.1.4 Provide customer feedback to product management on products and services (10407) 	5.3.2 Measure customer satisfaction with customer-complaint handling and resolution (10402) <ul style="list-style-type: none"> 5.3.2.1 Solicit customer feedback on complaint handling and resolution (11236) 5.3.2.2 Analyze customer complaint data and identify improvement opportunities (11237)
5.2.1 Plan and manage customer service work force (10387) <ul style="list-style-type: none"> 5.2.1.1 Forecast volume of customer service contacts (10390) 5.2.1.2 Schedule customer service work force (10391) 5.2.1.3 Track work force utilization (10392) 5.2.1.4 Monitor and evaluate quality of customer interactions with customer service representatives (10393) 	5.3.3 Measure customer satisfaction with products and services (10403) <ul style="list-style-type: none"> 5.3.3.1 Gather and solicit post-sale customer feedback on products and services (11238) 5.3.3.2 Solicit post-sale customer feedback on ad effectiveness (11239) 5.3.3.3 Analyze product and service satisfaction data and identify improvement opportunities (11240) 5.3.3.4 Provide customer feedback to product management on products and services (11241) 5.3.3.5 Manage post marketing clinical trials (12856) 	5.2.2 Manage customer service requests/inquiries (10388) <ul style="list-style-type: none"> 5.2.2.1 Receive customer requests/inquiries (10394) 5.2.2.2 Route customer requests/inquiries (10395) 5.2.2.3 Respond to customer requests/inquiries (10396) 	5.2.3 Report Incidents and Corrective Action Preventive Action (CAPA) (12840) <ul style="list-style-type: none"> 5.2.3.1 Identify incidents (12841) 5.2.3.2 Investigate incidents (12842) 5.2.3.3 Resolve incidents (12843) 5.2.3.4 Report Corrective Action Preventive Action (CAPA) (12844) 5.2.3.5 Perform and report trending analytics (12845)
5.2.4 Manage medical inquiries (12846) <ul style="list-style-type: none"> 5.2.4.1 Receive medical inquiry (12847) 5.2.4.2 Assign medical inquiry (12848) 5.2.4.3 Track medical inquiry (12849) 5.2.4.4 Respond to medical inquiry (12850) 			

6.0 Develop and Manage Human Capital (12858)

6.1 Develop and manage human resources (HR) planning, policies, and strategies (10409)	
6.1.1 Develop human resources strategy (10415)	
6.1.1.1 Identify strategic HR needs (10418)	6.2.3.1 Identify and deploy candidate selection tools (10456)
6.1.1.2 Define HR and business function roles and accountability (10419)	6.2.3.2 Interview candidates (10457)
6.1.1.3 Determine HR costs (10420)	6.2.3.3 Test candidates (10458)
6.1.1.4 Establish HR measures (10421)	6.2.3.4 Select and reject candidates (10459)
6.1.1.5 Communicate HR strategies (10422)	
6.1.2 Develop and implement human resources plans (10416)	6.2.4 Manage pre-placement verification (10442)
6.1.2.1 Gather skill requirements according to corporate strategy and market environment (10423)	6.2.4.1 Complete candidate background information (10460)
6.1.2.2 Plan employee resourcing requirements per unit/organization (10424)	6.2.4.2 Conduct pre-employment screening (10461)
6.1.2.3 Develop compensation plan (10425)	6.2.4.3 Recommend/not recommend candidate (10462)
6.1.2.4 Develop succession plan (10426)	
6.1.2.5 Develop employee diversity plan (10427)	6.2.5 Manage new hire/re-hire (10443)
6.1.2.6 Develop other HR programs (10428)	6.2.5.1 Draw up and make offer (10463)
6.1.2.7 Develop HR policies (10429)	6.2.5.2 Negotiate offer (10464)
6.1.2.8 Administer HR policies (10430)	6.2.5.3 Hire candidate (10465)
6.1.2.9 Plan employee benefits (10431)	
6.1.2.10 Develop strategy for HR systems/technologies/tools (10432)	6.2.6 Track candidates (10444)
6.1.2.11 Develop workforce strategy models (10433)	6.2.6.1 Create applicant record (10466)
6.1.3 Monitor and update plans (10417)	6.2.6.2 Manage/track applicant data (10467)
6.1.3.1 Measure realization of objectives (10434)	6.2.6.3 Archive and retain records of non-hires (10468)
6.1.3.2 Measure contribution to business strategy (10435)	
6.1.3.3 Communicate plans and provide updates to stakeholders (10436)	6.3 Develop and counsel employees (10411)
6.1.3.4 Determine value added from HR function (10437)	6.3.1 Manage employee orientation and deployment (10469)
6.1.3.5 Review and revise HR plans (10438)	6.3.1.1 Create/maintain employee on-boarding program (10474)
6.2 Recruit, source, and select employees (10410)	6.3.1.2 Introduce new employees to managers (10475)
6.2.1 Create and develop employee requisitions (10439)	6.3.1.3 Introduce workplace (10476)
6.2.1.1 Align staffing plan to workforce plan and business unit strategies/resource needs (10445)	6.3.1.4 Evaluate the effectiveness of the employee on-boarding program (11243)
6.2.1.2 Develop and open job requisition (10446)	6.3.2 Manage employee performance (10470)
6.2.1.3 Develop a job description (10447)	6.3.2.1 Define performance objectives (10479)
6.2.1.4 Post requisition (10448)	6.3.2.2 Review, appraise, and manage employee performance (10480)
6.2.1.5 Manage internal/external job posting Web sites (10449)	6.3.2.3 Evaluate and review performance program (10481)
6.2.1.6 Change/Update requisition (10450)	
6.2.1.7 Notify hiring manager (10451)	6.3.3 Manage employee relations (10471)
6.2.1.8 Manage requisition date (10452)	6.3.3.1 Manage health and safety (10482)
6.2.2 Recruit/Source candidates (10440)	6.3.3.2 Manage labor relations (10483)
6.2.2.1 Determine recruitment methods (10453)	6.3.3.3 Manage collective bargaining process (10484)
6.2.2.2 Perform recruiting activities/events (10454)	6.3.3.4 Manage labor management partnerships (10485)
6.2.2.3 Manage recruitment vendors (10455)	
	6.3.4 Manage employee development (10472)
	6.3.4.1 Develop competency management plans (10486)
	6.3.4.2 Define employee development guidelines (10487)
	6.3.4.3 Develop employee career plans (10488)
	6.3.4.4 Manage employee skills development (10489)
	6.3.5 Develop and train employees (10473)
	6.3.5.1 Align employee and organization development needs (10490)
	6.3.5.2 Develop competencies (10491)
	6.3.5.3 Establish training needs by analysis of required and available skills (10492)
	6.3.5.4 Develop, conduct, and manage employee and/or management training programs (10493)

6.4 Reward and retain employees (10412)	
6.4.1 Develop and manage reward, recognition, and motivation programs (10494)	6.5.5 Develop and implement employee outplacement (10516)
6.4.1.1 Develop salary/compensation structure and plan (10498)	6.5.6 Manage deployment of personnel (10517)
6.4.1.2 Develop benefits and reward plan (10499)	6.5.7 Relocate employees and manage assignments (10518)
6.4.1.3 Perform competitive analysis of benefit and rewards (10500)	6.5.8 Manage employment reduction and retirement (10519)
6.4.1.4 Identify compensation requirements based on financial, benefits, and HR policies (10501)	6.5.9 Manage expatriates (10520)
6.4.1.5 Administer compensation and rewards to employees (10502)	6.5.10 Manage employee relocation process (10521)
6.4.1.6 Reward and motivate employees (10503)	
6.4.2 Manage and administer benefits (10495)	6.6 Manage employee information (10414)
6.4.2.1 Deliver employee benefits program (10504)	6.6.1 Manage reporting processes (10522)
6.4.2.2 Administer benefit enrollment (10505)	6.6.2 Manage employee inquiry process (10523)
6.4.2.3 Process claims (10506)	6.6.3 Manage and maintain employee data (10524)
6.4.2.4 Perform benefit reconciliation (10507)	6.6.4 Manage human resource information systems (HRIS) (10525)
6.4.3 Manage employee assistance and retention (10496)	6.6.5 Develop and manage employee metrics (10526)
6.4.3.1 Deliver programs to support work/life balance for employees (10508)	6.6.6 Develop and manage time and attendance (10527)
6.4.3.2 Develop family support systems (10509)	6.6.7 Manage employee communication (10528)
6.4.3.3 Review retention and motivation indicators (10510)	6.6.7.1 Develop employee communication plan (10529)
6.4.3.4 Review compensation plan (10511)	6.6.7.2 Manage/collect employee suggestions and perform employee research (10530)
6.4.4 Payroll administration (10497)	6.6.7.3 Manage employee grievances (10531)
	6.6.7.4 Publish employee communications (10532)
6.5 Re-deploy and retire employees (10413)	6.7 Manage union relations (12859)
6.5.1 Manage promotion and demotion process (10512)	6.7.1 Evaluate union relations internally (12860)
6.5.2 Manage separation (10513)	6.7.2 Evaluate union relations externally (12861)
6.5.3 Manage retirement (10514)	6.7.3 Optimize relations (12862)
6.5.4 Manage leave of absence (10515)	6.7.4 Monitor relations (12863)

7.0 Manage Information Technology (12864)

7.1 Manage the business of information technology (10563)	
7.1.1 Develop the enterprise IT strategy (10570)	7.1.8 Manage IT suppliers and contracts (10577)
7.1.1.1 Build strategic intelligence (10603)	7.1.8.1 Develop IT (development and delivery) sourcing strategies (10630)
7.1.1.2 Identify long-term IT needs of the enterprise in collaboration with stakeholders (10604)	7.1.8.2 Negotiate with suppliers (10631)
7.1.1.3 Define strategic standards, guidelines and principles (10605)	7.1.8.3 Establish and maintain supplier relationships (10632)
7.1.1.4 Define and establish IT architecture and development standards (10606)	7.1.8.4 Evaluate supplier performance (10633)
7.1.1.5 Define strategic vendors for IT components (10607)	7.1.8.5 Assess contract performance (10634)
7.1.1.6 Establish IT governance organization and processes (10608)	
7.1.1.7 Build strategic plan to support business objectives (10609)	
7.1.2 Define the enterprise architecture (10571)	7.2 Develop and manage IT customer relationships (10564)
7.1.2.1 Establish the enterprise architecture definition (10611)	7.2.1 Develop IT services and solutions strategy (10578)
7.1.2.2 Confirm enterprise architecture maintenance approach (10612)	7.2.1.1 Research IT services and solutions to address business and user requirements (11244)
7.1.2.3 Maintain the relevance of the enterprise architecture (10613)	7.2.1.2 Translate business and user requirements into IT services and solutions requirements (11245)
7.1.2.4 Act as clearinghouse for IT research and innovation (10614)	7.2.1.3 Formulate IT services and solutions strategic initiatives (11246)
7.1.2.5 Govern the enterprise architecture (10615)	7.2.1.4 Coordinate strategies with internal stakeholders to ensure alignment (11247)
7.1.3 Manage the IT portfolio (10572)	7.2.1.5 Evaluate and select IT services and solutions strategic initiatives (11248)
7.1.3.1 Establish the IT portfolio (10616)	7.2.2 Develop and manage IT service levels (10579)
7.1.3.2 Analyze and evaluate the value of the IT portfolio for the enterprise (10617)	7.2.2.1 Create and maintain the IT services and solutions catalog (10640)
7.1.3.3 Provision resources in accordance with strategic priorities (10618)	7.2.2.2 Establish and maintain business and IT service level agreements (10641)
7.1.4 Perform IT research and innovation (10573)	7.2.2.3 Evaluate and report service level attainment results (10642)
7.1.4.1 Research technologies to innovate IT services and solutions (10620)	7.2.2.4 Communicate business and IT service level improvement opportunities (10643)
7.1.4.2 Transition viable technologies for IT services and solutions development (10621)	7.2.3 Perform demand side management (DSM) for IT services (10580)
7.1.5 Perform IT financial management (10574)	7.2.3.1 Analyze IT services and solutions consumption and usage (10644)
7.1.5.1 Develop and maintain IT services and solutions cost transparency (10622)	7.2.3.2 Develop and implement incentive programs that improve consumption efficiency (10645)
7.1.5.2 Establish and maintain accounting process (10623)	7.2.3.3 Develop volume/unit forecast for IT services and solutions (10646)
7.1.5.3 Tie project funding to business case decision checkpoints (10624)	7.2.4 Manage IT customer satisfaction (10581)
7.1.6 Evaluate and communicate IT business value and performance (10575)	7.2.4.1 Capture and analyze customer satisfaction (10647)
7.1.6.1 Establish and monitor key performance indicators (10625)	7.2.4.2 Assess and communicate customer satisfaction patterns (10648)
7.1.6.2 Evaluate IT plan performance (10626)	7.2.4.3 Initiate improvements based on customer satisfaction patterns (10649)
7.1.6.3 Communicate IT value (10627)	7.2.5 Market IT services and solutions (10582)
7.1.7 Perform IT staff management (10576)	7.2.5.1 Develop IT services and solutions marketing strategy (10650)
7.1.7.1 Develop IT leadership and staff (10628)	7.2.5.2 Develop and manage IT customer strategy (10651)
7.1.7.2 Manage IT staff performance (10629)	7.2.5.3 Manage IT services and solutions advertising and promotional campaigns (10652)
	7.2.5.4 Process and track IT services and solutions orders (10653)

<p>7.3 Manage business resiliency and risk (11216)</p> <p>7.3.1 Develop and manage business resilience (11217)</p> <p>7.3.1.1 Develop the business resilience strategy (11221)</p> <p>7.3.1.2 Perform continuous business operations planning (11222)</p> <p>7.3.1.3 Test continuous business operations (11223)</p> <p>7.3.1.4 Maintain continuous business operations (11224)</p> <p>7.3.2 Develop and manage regulatory compliance (11218)</p> <p>7.3.2.1 Develop the regulatory compliance strategy (11225)</p> <p>7.3.2.2 Establish regulatory compliance controls (11226)</p> <p>7.3.2.3 Manage regulatory compliance remediation (11227)</p> <p>7.3.3 Perform integrated risk management (11219)</p> <p>7.3.3.1 Develop an integrated risk strategy and approach (11228)</p> <p>7.3.3.2 Manage integrated risks (11229)</p> <p>7.3.4 Develop and implement security, privacy, and data protection controls (11220)</p> <p>7.3.4.1 Establish information security, privacy, and data protection strategies and levels (11230)</p> <p>7.3.4.2 Test, evaluate, and implement information security, and privacy and data protection controls (11231)</p>	<p>7.4.4.2 Manage technical interfaces to users of content (10664)</p> <p>7.4.4.3 Manage retention, revision, and retirement of enterprise information (10665)</p>
<p>7.4 Manage enterprise information (10565)</p> <p>7.4.1 Develop information and content management strategies (10583)</p> <p>7.4.1.1 Understand information and content management needs and the role of IT services for executing the business strategy (10654)</p> <p>7.4.1.2 Assess the information and content management implications of new technologies (10655)</p> <p>7.4.1.3 Identify and prioritize information and content management actions (10656)</p> <p>7.4.2 Define the enterprise information architecture (10584)</p> <p>7.4.2.1 Define information elements, composite structure, logical relationships and constraints, taxonomy, and derivation rules (10657)</p> <p>7.4.2.2 Define information access requirements (10658)</p> <p>7.4.2.3 Establish data custodianship (10659)</p> <p>7.4.2.4 Manage changes to content data architecture requirements (10660)</p> <p>7.4.3 Manage information resources (10585)</p> <p>7.4.3.1 Define the enterprise information/data policies and standards (10661)</p> <p>7.4.3.2 Develop and implement data and content administration (10662)</p> <p>7.4.4 Perform enterprise data and content management (10586)</p> <p>7.4.4.1 Define sources and destinations of content data (10663)</p>	<p>7.5 Develop and maintain information technology solutions (10566)</p> <p>7.5.1 Develop the IT development strategy (10587)</p> <p>7.5.1.1 Establish sourcing strategy for IT development (10666)</p> <p>7.5.1.2 Define development processes, methodologies, and tools standards (10667)</p> <p>7.5.1.3 Select development methodologies and tools (10668)</p> <p>7.5.2 Perform IT services and solutions life cycle planning (10588)</p> <p>7.5.2.1 Plan development of new requirements (10669)</p> <p>7.5.2.2 Plan development of feature and functionality enhancement (10670)</p> <p>7.5.2.3 Develop life cycle plan for IT services and solutions (10671)</p> <p>7.5.3 Develop and maintain IT services and solutions architecture (10589)</p> <p>7.5.3.1 Create IT services and solutions architecture (10672)</p> <p>7.5.3.2 Revise IT services and solutions architecture (10673)</p> <p>7.5.3.3 Retire IT services and solutions architecture (10674)</p> <p>7.5.4 Create IT services and solutions (10590)</p> <p>7.5.4.1 Understand confirmed requirements (10675)</p> <p>7.5.4.2 Design IT services and solutions (10676)</p> <p>7.5.4.3 Acquire/Develop IT service/solution components (10677)</p> <p>7.5.4.4 Train services and solutions resources (10678)</p> <p>7.5.4.5 Test IT services/solutions (10679)</p> <p>7.5.4.6 Confirm customer acceptance (10680)</p> <p>7.5.5 Maintain IT services and solutions (10591)</p> <p>7.5.5.1 Understand upkeep/enhance requirements and defect analysis (10681)</p> <p>7.5.5.2 Design change to existing IT service/solution (10682)</p> <p>7.5.5.3 Acquire/develop changed IT service/solution component (10683)</p> <p>7.5.5.4 Test IT service/solution change (10684)</p> <p>7.5.5.5 Retire solutions and services (10685)</p> <p>7.6 Deploy information technology solutions (10567)</p> <p>7.6.1 Develop the IT deployment strategy (10592)</p> <p>7.6.1.1 Establish IT services and solutions change policies (10686)</p> <p>7.6.1.2 Define deployment process, procedures, and tools standards (10687)</p> <p>7.6.1.3 Select deployment methodologies and tools (10688)</p>

7.6.2	Plan and implement changes (10593)	7.7.5	Support IT services and solutions (10599)
7.6.2.1	Plan change deployment (10689)	7.7.5.1	Manage availability (10708)
7.6.2.2	Communicate changes to stakeholders (10690)	7.7.5.2	Manage facilities (10709)
7.6.2.3	Administer change schedule (10691)	7.7.5.3	Manage backup/recovery (10710)
7.6.2.4	Train impacted users (10692)	7.7.5.4	Manage performance and capacity (10711)
7.6.2.5	Distribute and install change (10693)	7.7.5.5	Manage incidents (10712)
7.6.2.6	Verify change (10694)	7.7.5.6	Manage problems (10713)
7.6.3	Plan and manage releases (10594)	7.7.5.7	Manage inquiries (10714)
7.6.3.1	Understand and coordinate release design and acceptance (10695)	7.8	Manage IT knowledge (10569)
7.6.3.2	Plan release rollout (10696)	7.8.1	Develop IT knowledge management strategy (10600)
7.6.3.3	Distribute and install release (10697)	7.8.1.1	Understand IT knowledge needs (10715)
7.6.3.4	Verify release (10698)	7.8.1.2	Understand current IT knowledge flow (10716)
7.7	Deliver and support information technology services (10568)	7.8.1.3	Coordinate strategy and roles with the enterprise KM function (10717)
7.7.1	Develop IT services and solution delivery strategy (10595)	7.8.1.4	Plan IT knowledge management actions and priorities (10718)
7.7.1.1	Establish sourcing strategy for IT delivery (10699)	7.8.2	Develop and maintain IT knowledge map (10601)
7.7.1.2	Define delivery processes, procedures, and tools standards (10700)	7.8.2.1	Define knowledge elements, logical relationships and constraints, and currency rules (10719)
7.7.1.3	Select delivery methodologies and tools (10701)	7.8.2.2	Identify IT knowledge sources and repositories (10720)
7.7.2	Develop IT support strategy (10596)	7.8.2.3	Identify IT knowledge-sharing opportunities (10721)
7.7.2.1	Establish sourcing strategy for IT support (10702)	7.8.2.4	Define IT knowledge processes and approaches (10722)
7.7.2.2	Define IT support services (10703)	7.8.3	Manage IT knowledge life cycle (10602)
7.7.3	Manage IT infrastructure resources (10597)	7.8.3.1	Gather knowledge elements from IT knowledge sources (10723)
7.7.3.1	Manage IT inventory and assets (10704)	7.8.3.2	Evaluate, create, and codify knowledge elements (10724)
7.7.3.2	Manage IT resource capacity (10705)	7.8.3.3	Deploy codified IT knowledge (10725)
7.7.4	Manage IT infrastructure operations (10598)	7.8.3.4	Update and retire IT knowledge (10726)
7.7.4.1	Deliver IT services and solutions (10706)	7.8.3.5	Evaluate and improve IT knowledge strategies and processes (10727)
7.7.4.2	Perform IT operations support services (10707)		

8.0 Manage Financial Resources (10009)

8.1 Perform planning and management accounting (10728)	
8.1.1 Perform planning/budgeting/forecasting (10738)	
8.1.1.1 Develop and maintain budget policies and procedures (10771)	8.2.4 Manage and process collections (10745) 8.2.4.1 Establish policies for delinquent accounts (10804)
8.1.1.2 Prepare periodic budgets and plans (10772)	8.2.4.2 Analyze delinquent account balances (10805)
8.1.1.3 Prepare periodic financial forecasts (10773)	8.2.4.3 Correspond/Negotiate with delinquent accounts (10806)
8.1.1.4 Develop project budgets (12865)	8.2.4.4 Discuss account resolution with internal parties (10807)
8.1.2 Perform cost accounting and control (10739)	8.2.4.5 Process adjustments/write-off balances (10808)
8.1.2.1 Perform inventory accounting (10774)	8.2.5 Manage and process adjustments/deductions (10746)
8.1.2.2 Perform cost of sales analysis (10775)	8.2.5.1 Establish policies/procedures for adjustments (10809)
8.1.2.3 Perform product costing (10776)	8.2.5.2 Analyze adjustments (10810)
8.1.2.4 Perform variance analysis (10777)	8.2.5.3 Correspond/Negotiate with customer (10811)
8.1.2.5 Report on profitability (11175)	8.2.5.4 Discuss resolution with internal parties (10812)
8.1.3 Perform cost management (10740)	8.2.5.5 Prepare chargeback invoices (10813)
8.1.3.1 Determine key cost drivers (10778)	8.2.5.6 Process related entries (10814)
8.1.3.2 Measure cost drivers (10779)	
8.1.3.3 Determine critical activities (10780)	
8.1.3.4 Manage asset resource deployment and utilization (10781)	
8.1.4 Evaluate and manage financial performance (10741)	
8.1.4.1 Assess customer and product profitability (10782)	8.3 Perform general accounting and reporting (10730)
8.1.4.2 Evaluate new products (10783)	8.3.1 Manage policies and procedures (10747)
8.1.4.3 Perform life cycle costing (10784)	8.3.1.1 Negotiate service level agreements (10815)
8.1.4.4 Optimize customer and product mix (10785)	8.3.1.2 Establish accounting policies (10816)
8.1.4.5 Track performance of new customer and product strategies (10786)	8.3.1.3 Set and enforce approval limits (10817)
8.1.4.6 Prepare activity-based performance measures (10787)	8.3.1.4 Establish common financial systems (10818)
8.1.4.7 Manage continuous cost improvement (10788)	
8.2 Perform revenue accounting (10729)	
8.2.1 Process customer credit (10742)	8.3.2 Perform general accounting (10748)
8.2.1.1 Establish credit policies (10789)	8.3.2.1 Maintain chart of accounts (10819)
8.2.1.2 Analyze/Approve new account applications (10790)	8.3.2.2 Process journal entries (10820)
8.2.1.3 Review existing accounts (10791)	8.3.2.3 Process allocations (10821)
8.2.1.4 Produce credit/collection reports (10792)	8.3.2.4 Process period end adjustments (e.g., accruals, currency conversions, etc.) (10822)
8.2.1.5 Reinstate or suspend accounts based on credit policies (10793)	8.3.2.5 Post and reconcile intercompany transactions (10823)
8.2.2 Invoice customer (10743)	8.3.2.6 Reconcile GL accounts (10824)
8.2.2.1 Maintain customer/product master files (10794)	8.3.2.7 Perform consolidations and process eliminations (10825)
8.2.2.2 Generate customer billing data (10795)	8.3.2.8 Prepare trial balance (10826)
8.2.2.3 Transmit billing data to customers (10796)	8.3.2.9 Prepare and post management adjustments (10827)
8.2.2.4 Post receivable entries (10797)	
8.2.2.5 Resolve customer billing inquires (10798)	8.3.3 Perform fixed asset accounting (10749)
8.2.3 Process accounts receivable (AR) (10744)	8.3.3.1 Establish fixed asset policies and procedures (10828)
8.2.3.1 Establish AR policies (10799)	8.3.3.2 Maintain fixed asset master data files (10829)
8.2.3.2 Receive/Deposit customer payments (10800)	8.3.3.3 Process and record fixed asset additions and retirements (10830)
8.2.3.3 Apply cash remittances (10801)	8.3.3.4 Process and record fixed asset adjustments, enhancements, revaluations, and transfers (10831)
8.2.3.4 Prepare AR reports (10802)	8.3.3.5 Process and record fixed asset maintenance and repair expenses (10832)
8.2.3.5 Post AR activity to the general ledger (10803)	8.3.3.6 Calculate and record depreciation expense (10833)

8.3.3.7	Reconcile fixed asset ledger (10834)	8.5.2.5	Process and distribute payments (10862)
8.3.3.8	Track fixed assets including physical inventory (10835)	8.5.2.6	Process and distribute manual checks (10863)
8.3.3.9	Provide fixed asset data to support tax, statutory, and regulatory reporting (10836)	8.5.2.7	Process period end adjustments (10864)
8.3.4	Perform financial reporting (10750)	8.5.2.8	Respond to employee payroll inquires (10865)
8.3.4.1	Prepare business unit financial statements (10837)	8.5.3	Process payroll taxes (10755)
8.3.4.2	Prepare consolidated financial statements (10838)	8.5.3.1	Calculate and pay applicable payroll taxes (10866)
8.3.4.3	Perform business unit reporting/review management reports (10839)	8.5.3.2	Produce and distribute employee annual tax statements (10867)
8.3.4.4	Perform consolidated reporting/review of cost management reports (10840)	8.5.3.3	File regulatory payroll tax forms (10868)
8.3.4.5	Prepare statements for board review (10841)		
8.3.4.6	Produce quarterly/annual filings and shareholder reports (10842)		
8.3.4.7	Produce regulatory reports (10843)		
8.4 Manage fixed asset project accounting (10731)		8.6 Process accounts payable and expense reimbursements (10733)	
8.4.1 Perform capital planning and project approval (10751)		8.6.1 Process accounts payable (AP) (10756)	
8.4.1.1	Develop capital investment policies and procedures (10844)	8.6.1.1	Verify AP pay file with PO vendor master file (10869)
8.4.1.2	Develop and approve capital expenditure plans and budgets (10845)	8.6.1.2	Maintain/manage electronic commerce (10870)
8.4.1.3	Review and approve capital projects and fixed asset acquisitions (10846)	8.6.1.3	Audit invoices and key data in AP system (10871)
8.4.1.4	Conduct financial justification for project approval (10847)	8.6.1.4	Approve payments (10872)
8.4.2 Perform capital project accounting (10752)		8.6.1.5	Process financial accruals and reversals (10873)
8.4.2.1	Create project account codes (10848)	8.6.1.6	Process taxes (10874)
8.4.2.2	Record project-related transactions (10849)	8.6.1.7	Research/resolve exceptions (10875)
8.4.2.3	Monitor and track capital projects and budget spending (10850)	8.6.1.8	Process payments (10876)
8.4.2.4	Close/capitalize projects (10851)	8.6.1.9	Respond to AP inquires (10877)
8.4.2.5	Measure financial returns on completed capital projects (10852)	8.6.1.10	Retain records (10878)
8.4.2.5		8.6.1.11	Adjust accounting records (10879)
8.5 Process payroll (10732)		8.6.2 Process expense reimbursements (10757)	
8.5.1 Report time (10753)		8.6.2.1	Establish and communicate expense reimbursement policies and approval limits (10880)
8.5.1.1	Establish policies and procedures (10853)	8.6.2.2	Capture and report relevant tax data (10881)
8.5.1.2	Collect and record employee time worked (10854)	8.6.2.3	Approve reimbursements and advances (10882)
8.5.1.3	Analyze and report paid and unpaid leave (10855)	8.6.2.4	Process reimbursements and advances (10883)
8.5.1.4	Monitor regular, overtime, and other hours (10856)	8.6.2.5	Manage personal accounts (10884)
8.5.1.5	Analyze and report employee utilization (10857)		
8.5.2 Manage pay (10754)		8.7 Manage treasury operations (10734)	
8.5.2.1	Enter employee time worked into payroll system (10858)	8.7.1 Manage treasury policies and procedures (10758)	
8.5.2.2	Maintain and administer employee earnings information (10859)	8.7.1.1	Establish scope and governance of treasury operations (10885)
8.5.2.3	Maintain and administer applicable deductions (10860)	8.7.1.2	Establish and publish treasury policies (10886)
8.5.2.4	Monitor changes in tax status of employees (10861)	8.7.1.3	Develop treasury procedures (10887)
		8.7.1.4	Monitor treasury procedures (10888)
		8.7.1.5	Audit treasury procedures (10889)
		8.7.1.6	Revise treasury procedures (10890)
		8.7.1.7	Develop and confirm internal controls for treasury (10891)
		8.7.1.8	Define system security requirements (10892)
		8.7.2 Manage cash (10759)	
		8.7.2.1	Manage and reconcile cash positions (10893)
		8.7.2.2	Manage cash equivalents (10894)
		8.7.2.3	Process and oversee electronic fund transfers (EFTs) (10895)
		8.7.2.4	Develop cash flow forecasts (10896)
		8.7.2.5	Manage cash flows (10897)
		8.7.2.6	Produce cash management accounting transactions and reports (10898)

8.7.2.7	Manage and oversee banking relationships (10899)	8.8.1.2	Define and communicate code of ethics (10915)
8.7.2.8	Analyze, negotiate, resolve, and confirm bank fees (10900)	8.8.1.3	Assign roles and responsibility for internal controls (10916)
8.7.3	Manage in-house bank accounts (10760)	8.8.1.4	Define business process objectives and risks (11250)
8.7.3.1	Manage in-house bank accounts for subsidiaries (10901)	8.8.1.5	Define entity/unit risk tolerances (11251)
8.7.3.2	Manage and facilitate inter-company borrowing transactions (10902)	8.8.2	Operate controls and monitor compliance with internal controls policies and procedures (10763)
8.7.3.3	Manage centralized outgoing payments on behalf of subsidiaries (10903)	8.8.2.1	Design and implement control activities (10917)
8.7.3.4	Manage central incoming payments on behalf of subsidiaries (10904)	8.8.2.2	Monitor control effectiveness (10918)
8.7.3.5	Manage internal payments and netting transactions (10905)	8.8.2.3	Remediate control deficiencies (10919)
8.7.3.6	Calculate interest and fees for in-house bank accounts (10906)	8.8.2.4	Create compliance function (10920)
8.7.3.7	Provide account statements for in-house bank accounts (10907)	8.8.2.5	Operate compliance function (10921)
8.7.4	Manage debt and investment (10761)	8.8.2.6	Implement and maintain controls-related enabling technologies and tools (10922)
8.7.4.1	Manage financial intermediary relationships (10908)	8.8.3	Report on internal controls compliance (10764)
8.7.4.2	Manage liquidity (10909)	8.8.3.1	Report to external auditors (10923)
8.7.4.3	Manage issuer exposure (10910)	8.8.3.2	Report to regulators, share/debt-holders, securities exchanges, etc. (10924)
8.7.4.4	Process and oversee debt and investment transactions (10911)	8.8.3.3	Report to third parties (e.g., business partners) (10925)
8.7.4.5	Process and oversee foreign currency transactions (10912)	8.8.3.4	Report to internal management (10926)
8.7.4.6	Produce debt and investment accounting transaction reports (10913)		
8.7.5	Manage financial risks (11208)		
8.7.5.1	Manage interest rate risk (11209)	8.9	Manage taxes (10736)
8.7.5.2	Manage foreign exchange risk (11210)	8.9.1	Develop tax strategy and plan (10765)
8.7.5.3	Manage exposure risk (11211)	8.9.1.1	Calculate foreign, national, state and local taxes (12866)
8.7.5.4	Develop and execute hedging transactions (11212)	8.9.1.2	Consolidate and optimize total tax plan (12867)
8.7.5.5	Evaluate and refine hedging positions (11213)	8.9.1.3	Maintain tax master data (12868)
8.7.5.6	Produce hedge accounting transactions and reports (11214)	8.9.2	Process taxes (10766)
8.7.5.7	Monitor credit (11215)	8.9.2.1	Perform tax planning/strategy (10930)
8.8	Manage internal controls (10735)	8.9.2.2	Prepare returns (10931)
8.8.1	Establish internal controls, policies and procedures (10762)	8.9.2.3	Prepare foreign taxes (10932)
8.8.1.1	Establish board of directors and audit committee (10914)	8.9.2.4	Calculate deferred taxes (10933)
		8.9.2.5	Account for taxes (10934)
		8.9.2.6	Monitor tax compliance (10935)
		8.9.2.7	Address tax inquiries (10936)
		8.10	Manage international funds/consolidation (10737)
		8.10.1	Monitor international rates (10767)
		8.10.2	Manage transactions (10768)
		8.10.3	Monitor currency exposure/hedge currency (10769)
		8.10.4	Report results (10770)

9.0 Acquire, Construct, and Manage Property (10010)

9.1 Design and construct/acquire non-productive assets (10937)	9.3 Obtain, install and plan maintenance for productive assets (10939)
9.1.1 Develop property strategy and long term vision (10941) <ul style="list-style-type: none">9.1.1.1 Confirm alignment of property requirements with business strategy (10955)9.1.1.2 Assess the external environment (10956)9.1.1.3 Determine build or buy decision (10957)	9.3.1 Develop ongoing maintenance policies for production assets (10950) <ul style="list-style-type: none">9.3.1.1 Analyze assets and predict maintenance requirements (10967)9.3.1.2 Develop approach to integrate preventive maintenance into production schedule (10968)
9.1.2 Develop, construct, and modify sites (10942)	9.3.2 Obtain and install equipment (10951) <ul style="list-style-type: none">9.3.2.1 Design engineering solution for the manufacturing process (10969)9.3.2.2 Procure equipment (10970)9.3.2.3 Install and commission equipment (10971)
9.1.3 Plan facility (10943) <ul style="list-style-type: none">9.1.3.1 Design facility (10958)9.1.3.2 Analyze budget (10959)9.1.3.3 Select property (10960)9.1.3.4 Negotiate terms for facility (10961)9.1.3.5 Manage construction or modification to building (10962)	9.4 Dispose of productive and non-productive assets (10940) <ul style="list-style-type: none">9.4.1 Develop exit strategy (10952)9.4.2 Perform sale or trade (10953)9.4.3 Perform abandonment (10954)
9.1.4 Provide workspace and assets (10944) <ul style="list-style-type: none">9.1.4.1 Acquire workspace and assets (10963)9.1.4.2 Change fit/form/function of workspace and assets (10964)	9.5 Manage physical risk (11207)
9.2 Maintain non-productive assets (10938)	
9.2.1 Move people and assets (10945) <ul style="list-style-type: none">9.2.1.1 Relocate people (10965)9.2.1.2 Relocate material and tools (10966)	
9.2.2 Repair workplace and assets (10946)	
9.2.3 Provide preventative maintenance for workplace and assets (10947)	
9.2.4 Manage security (10948)	
9.2.5 Manage facilities operations (10949)	

10.0 Manage Environmental Health and Safety (EHS) (11179)

<p>10.1 Determine health, safety, and environment impacts (11180)</p> <ul style="list-style-type: none">10.1.1 Evaluate environmental impact of products, services, and operations (11186)10.1.2 Conduct health and safety and environmental audits (11187) <p>10.2 Develop and execute health, safety, and environmental program (11181)</p> <ul style="list-style-type: none">10.2.1 Identify regulatory and stakeholder requirements (11188)10.2.2 Assess future risks and opportunities (11189)10.2.3 Create EHS policy (11190)10.2.4 Record and manage EHS events (11191) <p>10.3 Train and educate employees (11182)</p> <ul style="list-style-type: none">10.3.1 Communicate EHS issues to stakeholders and provide support (11192)	<p>10.4 Monitor and manage health, safety, and environmental management program (11183)</p> <ul style="list-style-type: none">10.4.1 Manage EHS costs and benefits (11193)10.4.2 Measure and report EHS performance (11194)<ul style="list-style-type: none">10.4.2.1 Implement emergency response program (11196)10.4.2.2 Implement pollution prevention program (11197)10.4.3 Provide employees with EHS support (11195) <p>10.5 Ensure compliance with regulations (11184)</p> <ul style="list-style-type: none">10.5.1 Monitor compliance (11198)10.5.2 Perform compliance audit (11199)10.5.3 Comply with regulatory stakeholders requirements (11200) <p>10.6 Manage remediation efforts (11185)</p> <ul style="list-style-type: none">10.6.1 Create remediation plans (11201)10.6.2 Contact and confer with experts (11202)10.6.3 Identify/dedicate resources (11203)10.6.4 Investigate legal aspects (11204)10.6.5 Investigate damage cause (11205)10.6.6 Amend or create policy (11206)
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11.0 Manage External Relationships (10012)

11.1 Build investor relationships (11010)

- 11.1.1 Plan, build, and manage lender relations (11035)
- 11.1.2 Plan, build, and manage analyst relations (11036)
- 11.1.3 Communicate with shareholders (11037)

11.2 Manage government and industry relationships (11011)

- 11.2.1 Manage government relations (11038)
 - 11.2.1.1 Assess relationships (12869)
 - 11.2.1.2 Appoint responsible executives (12870)
 - 11.2.1.3 Monitor relationships (12871)
 - 11.2.1.4 Receive input from internal advisors (12872)
 - 11.2.1.5 Receive input from external advisors (12873)
 - 11.2.1.6 Liaise with authorities (12874)
- 11.2.2 Manage relations with quasi-government bodies (11039)
 - 11.2.2.1 Establish relationships with agencies (12875)
 - 11.2.2.2 Respond to audit inquiries (12876)
 - 11.2.2.3 Maintain documentation of contacts (12877)
 - 11.2.2.4 Plan and manage meetings (12878)
- 11.2.3 Manage relations with trade or industry groups (11040)
 - 11.2.3.1 Evaluate the requirements for strategic relationships (12879)
 - 11.2.3.2 Monitor the success of the partnerships (12880)
 - 11.2.3.3 Extend or change the relationships (12881)
- 11.2.4 Manage lobby activities (11041)

11.3 Manage relations with board of directors (11012)

- 11.3.1 Report results (11042)
- 11.3.2 Report audit findings (11043)

11.4 Manage legal and ethical issues (11013)

- 11.4.1 Create ethics policies (11044)
- 11.4.2 Manage corporate governance policies (11045)

11.4.3 Develop and perform preventative law programs (11046)

11.4.4 Ensure compliance (11047)

- 11.4.4.1 Plan and initiate compliance program (11053)
- 11.4.4.2 Execute compliance program (11054)

11.4.5 Manage outside counsel (11048)

- 11.4.5.1 Assess problem and determine work requirements (11056)
- 11.4.5.2 Engage/retain outside counsel if necessary (11057)
- 11.4.5.3 Receive strategy/budget (11058)
- 11.4.5.4 Receive work product and manage/ monitor case and work performed (11059)
- 11.4.5.5 Process payment for legal services (11060)
- 11.4.5.6 Track legal activity/performance (11061)

11.4.6 Protect intellectual property (11049)

- 11.4.6.1 Manage copyrights and patents (11062)
- 11.4.6.2 Maintain intellectual property rights and restrictions (11063)
- 11.4.6.3 Administer licensing terms (11064)
- 11.4.6.4 Administer options (11065)

11.4.7 Resolve disputes and litigations (11050)

11.4.8 Provide legal advice/counseling (11051)

11.4.9 Negotiate and document agreements/contracts (11052)

11.5 Manage public relations program (11014)

- 11.5.1 Manage community relations (11066)
- 11.5.2 Manage media relations (11067)
- 11.5.3 Promote political stability (11068)
- 11.5.4 Create press releases (11069)
- 11.5.5 Issue press releases (11070)

12.0 Manage Knowledge, Improvement, and Change (10013)

12.1 Create and manage organizational performance strategy (11071)	
12.1.1 Create enterprise measurement systems model (11075)	12.3.2.2 Evaluate existing knowledge management approaches (11111)
12.1.1.1 Establish performance measures (11080)	12.3.2.3 Identify gaps and needs (11112)
12.1.1.2 Establish performance monitoring frequency (11081)	12.3.2.4 Enhance/modify existing knowledge management approaches (11113)
12.1.1.3 Set performance targets (11082)	12.3.2.5 Develop new knowledge management approaches (11114)
12.1.2 Measure process productivity (11076)	12.3.2.6 Implement new knowledge management approaches (11115)
12.1.3 Measure cost effectiveness (11077)	12.3.3 Identify and plan KM projects (11097)
12.1.4 Measure staff efficiency (11078)	12.3.3.1 Identify strategic opportunities to apply KM approach(es) (11116)
12.1.5 Measure cycle time (11079)	12.3.3.2 Identify KM requirements and objectives (11117)
12.2 Benchmark performance (11072)	12.3.3.3 Assess culture and readiness for KM approach (11118)
12.2.1 Conduct performance assessments (11083)	12.3.3.4 Identify appropriate KM methodologies (e.g., self-service, communities, transfer, etc.) (11119)
12.2.2 Develop benchmarking capabilities (11084)	12.3.3.5 Create business case and obtain funding (11120)
12.2.3 Conduct process benchmarking (11085)	12.3.3.6 Develop project measures and indicators (11121)
12.2.3.1 Compile & update list of processes & organizations to benchmark (11089)	12.3.4 Design and launch KM projects (11098)
12.2.3.2 Establish benchmarks (11090)	12.3.4.1 Design process for knowledge sharing, capture, and use (11122)
12.2.3.3 Measure performance against benchmarks (11091)	12.3.4.2 Define roles and resources (11123)
12.2.4 Conduct competitive benchmarking (11086)	12.3.4.3 Identify specific IT requirements (11124)
12.2.4.1 Compile & update list of processes & organizations to benchmark (11092)	12.3.4.4 Create training and communication plans (11125)
12.2.4.2 Establish benchmarks (11093)	12.3.4.5 Develop change management plans (11126)
12.2.4.3 Measure performance against benchmarks (11094)	12.3.4.6 Design recognition and reward approaches (11127)
12.2.5 Conduct gap analysis to understand the need for and the degree of change needed (11087)	12.3.4.7 Design and plan launch of KM project (11128)
12.2.6 Establish need for change (11088)	12.3.4.8 Deploy the KM project (11129)
12.3 Develop enterprise-wide knowledge management (KM) capability (11073)	12.3.5 Manage the KM project life cycle (11099)
12.3.1 Develop KM strategy (11095)	12.3.5.1 Assess alignment with business goals (11130)
12.3.1.1 Develop governance model (11100)	12.3.5.2 Evaluate impact of KM (strategy and projects) on measures and outcomes (11131)
12.3.1.2 Establish a central KM core group (11101)	12.3.5.3 Promote and sustain activity and involvement (11132)
12.3.1.3 Define roles and accountability of the core group versus operating units (11102)	12.3.5.4 Realign and refresh KM strategy and approaches (11133)
12.3.1.4 Develop funding models (11103)	
12.3.1.5 Identify links to key initiatives (11104)	
12.3.1.6 Develop core KM methodologies (11105)	
12.3.1.7 Assess IT needs and engage IT function (11106)	
12.3.1.8 Develop training and communication plans (11107)	
12.3.1.9 Develop change management approaches (11108)	12.4 Manage change (11074)
12.3.1.10 Develop strategic measures and indicators (11109)	12.4.1 Plan for change (11134)
12.3.2 Assess knowledge management capabilities (11096)	12.4.1.1 Select process improvement methodology (11138)
12.3.2.1 Assess maturity of existing KM initiatives (11110)	12.4.1.2 Assess readiness for change (11139)
	12.4.1.3 Determine stakeholders (11140)
	12.4.1.4 Engage/Identify champion (11141)
	12.4.1.5 Form design team (11142)
	12.4.1.6 Define scope (11143)
	12.4.1.7 Understand current state (11144)
	12.4.1.8 Define future state (11145)

12.4.1.9	Conduct risk analysis (11146)	12.4.2.7	Establish/Clarify new roles (11158)
12.4.1.10	Assess cultural issues (11147)	12.4.2.8	Identify budget/roles (11159)
12.4.1.11	Establish accountability for change management (11148)	12.4.3	Implement change (11136)
12.4.1.12	Identify barriers to change (11149)	12.4.3.1	Create commitment for improvement/change (11160)
12.4.1.13	Determine change enablers (11150)	12.4.3.2	Reengineer business processes and systems (11161)
12.4.1.14	Identify resources and develop measures (11151)	12.4.3.3	Support transition to new roles or exit strategies for incumbents (11162)
12.4.2	Design the change (11135)	12.4.3.4	Monitor change (11163)
12.4.2.1	Assess connection to other initiatives (11152)	12.4.4	Sustain improvement (11137)
12.4.2.2	Develop change management plans (11153)	12.4.4.1	Monitor improved process performance (11164)
12.4.2.3	Develop training plan (11154)	12.4.4.2	Capture and reuse lessons learned from change process (11165)
12.4.2.4	Develop communication plan (11155)	12.4.4.3	Take corrective action as necessary (11166)
12.4.2.5	Develop rewards/incentives plan (11156)		
12.4.2.6	Establish metrics (11157)		



IBM Global Services
Route 100
Somers, NY 10589
global.benchmarking@us.ibm.com



123 North Post Oak Lane, Third Floor
Houston, Texas 77024-7797, USA
800-776-9676 phone • +1-713-681-4020 • +1-713-681-8578 fax
pcf_feedback@apqc.org • www.apqc.org